Missouri Sector Strategies and Workforce Development Planning Project

Statewide Launch Meeting
October 28-29, 2015
Day 1

Welcome

Amy Sublett, Director
Division of Workforce Development
Missouri Department of Economic
Development

Project Context and Overview

Rick Maher, President and CEO

Maher & Maher

About Us…

- **Talent development and change management consultants**
  - Nexus of workforce development, economic development, and education

- **28 years in operation**

- **Headquartered in NJ**
  - Offices in Washington DC

As Published In NJBiz

April 2013

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Top Management Consulting Firms
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Our Project Team

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Sr. Consultant

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Consultant

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Director, Strategic
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Director, State &
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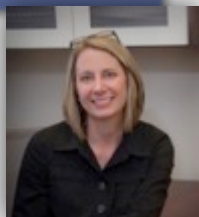
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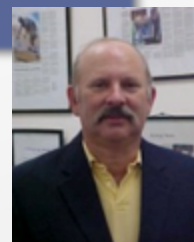
Kathy Sweeney
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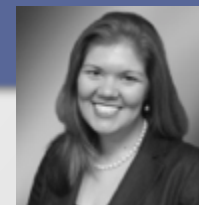
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Getting to know you

Meeting Goals

- Support teams in their sector-based regional planning activities – wherever they are in that work

- Determine and/or validate consensus regional target sectors

- Prioritize sector-based opportunities, needs, and strategies

- Provide support for team's ongoing collaborative planning work

Meeting Agenda

- Day 1
  - Project overview
  - Sector strategies and regional planning overview (lunch)
  - Regional industry cluster data and process guidance
  - Team Session #1: Data discussion
    - Report-outs

- Day 2
  - Debrief/prep for day
  - Team Session #2: Self-assessment and SWOT analysis
  - Team Session #3: Define action priorities
    - Report-outs
  - Lunch
  - Team Session #4: Regional planning
    - Report-outs
  - Wrap-up

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Timing and Context

- **Passage of WIOA**
  - Adoption of sector strategies, regional workforce planning, integrated service delivery, and enhanced use of data to drive planning and service delivery

- **Opportunity:** Enhance alignment among workforce development, eco dev and educational goals and strategies

- **Leverage public and private investments for shared targets and strategies**

Project Objectives

- **Build the talent pipeline!** Provide the state's regions with a framework and implementation plans for meeting businesses' needs for skilled workers and workers' needs for good jobs
  - Support development of diverse regional, sector partnerships to advance talent development approaches
  - Support further development of integrated career pathways
  - Help integrated regional teams identify and align resources to support collaborative strategies
  - Help align business and job seeker service delivery strategies to the "supply chain" vision

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Working in a Regional Context

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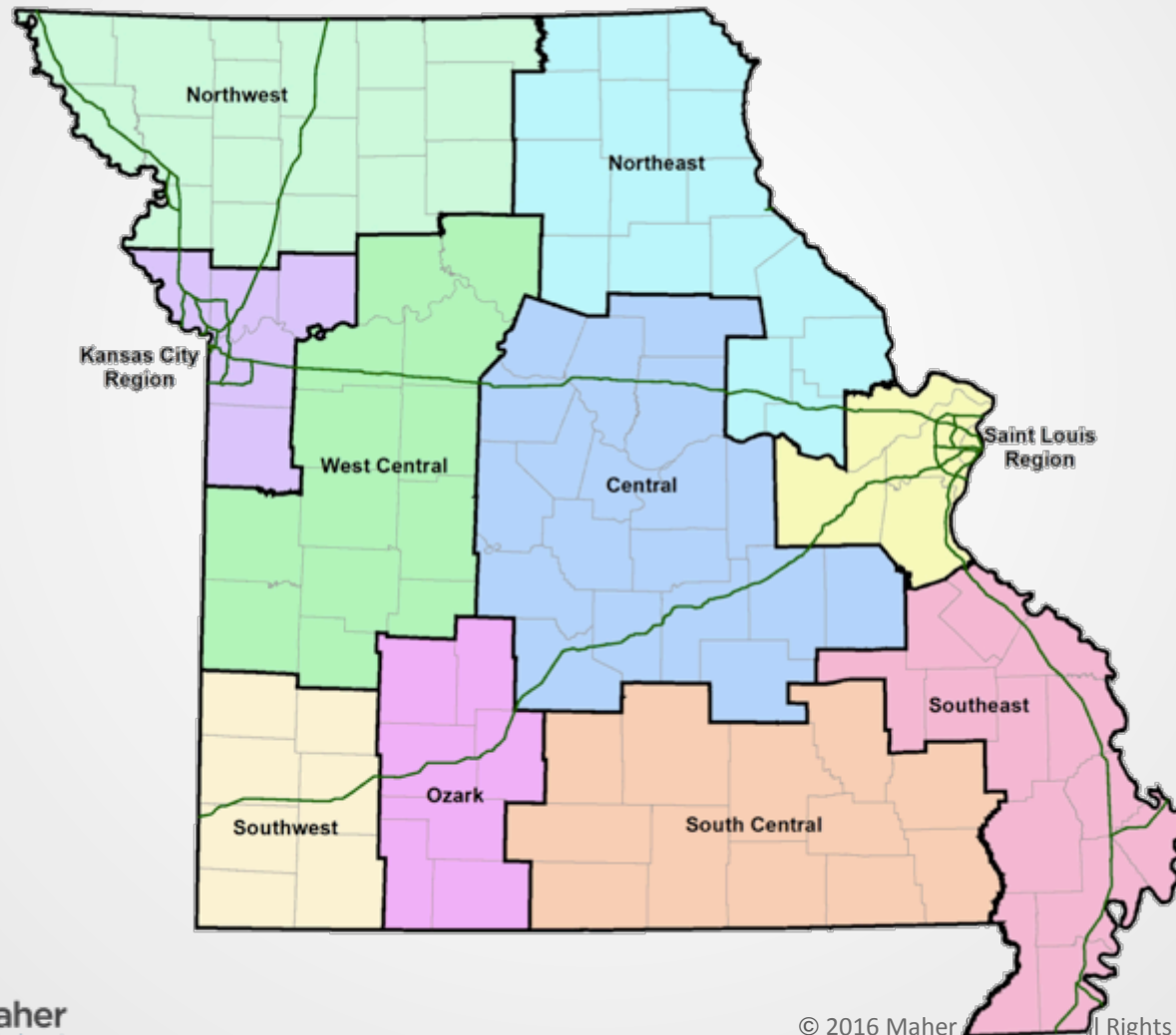
Regional Teams

- All WIOA "core" partners (WIOA, Wagner-Peyser, Adult Education, Vocational Rehabilitation)
- LWDB Directors/Members
- Apprenticeship and Job Corps
- Career Center leaders
- K-12 representatives
- CTE
- TANF
- Community/technical college representatives
- 4-year educational institutions

- Regional/local economic development representatives
- Local elected officials
- Community-based organizations
- General purpose business organizations
- Likely target industry organizations
- Private industry employers, especially those representing the likely target industries
- Other key stakeholders

Regional Sector Teams: Roles

- Participate in a self-assessment exercise designed to help determine each region's readiness to undertake regional planning

- Attend the Statewide Launch and Regional Launch Meetings and be responsible for planning activities there and afterward

- Advocate for and lead the development of strategies, resource alignment among partners, and integrated services in each region

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Key Project Elements

- Gather, synthesize, and analyze economic, workforce, and education data
  - Statewide and regional target sectors validated by leaders
- Regions complete facilitated self-assessment of readiness
- Statewide Launch
  - Facilitated support for regional sector plan development
- Regional meetings
- Web-based toolkit, CMS, and final report
  - To support regional implementation of sector strategies statewide

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Project Phases and Timeline

PHASE 1 • Present at SWIB meeting and webinar for TEAM • State and regional data collection and analysis • Steering Team Meeting #1	August – October
PHASE 2 • Form Regional Teams and complete self-assessment • Statewide Launch Meeting	September - October
PHASE 3 • Technical assistance and regional asset mapping • Regional Industry Launch Meetings • Steering Team Meeting #2	November - May
PHASE 4 • Web-based Toolkit and content management system • Steering Team Meeting #3 • Final Report	April - July

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Q&A

Lunch: Sector Strategies and Regional Planning Overview

Driving Talent Pipeline Development and Economic Growth

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What are sector strategies?

- Regional, industry-focused approaches to building skilled workforces

    - Through alignment of industry and workforce development, economic development, education, and other partners

- Integrated career pathways

- Documented positive outcomes for employers and workers

- Not "another program," but transformative in nature – changing the way business is done

    - Strategic lens for regional talent development

    - Operational framework for workforce and education services

A Vision for a Future System…

Common vision ... common goals!

Educational Systems

Economic Development

Workforce System

Targeted Growth Sectors

The Talent Pipeline – workforce as an asset for regional prosperity

A World-Class Talent Pipeline

Intake

Sector-based
Career Opportunities

Service Strategies Aligned to
Sector-based Career Opportunities

Assessment Counseling
and Support Services

Integrated Case
Management

Training and
Education

Energy
Creation/Transmission

Health Care/Social
Assistance

Business Services and
Research and
Development

Transportation,
Distribution and Logistics

Automobile/Aircraft
Manufacturing
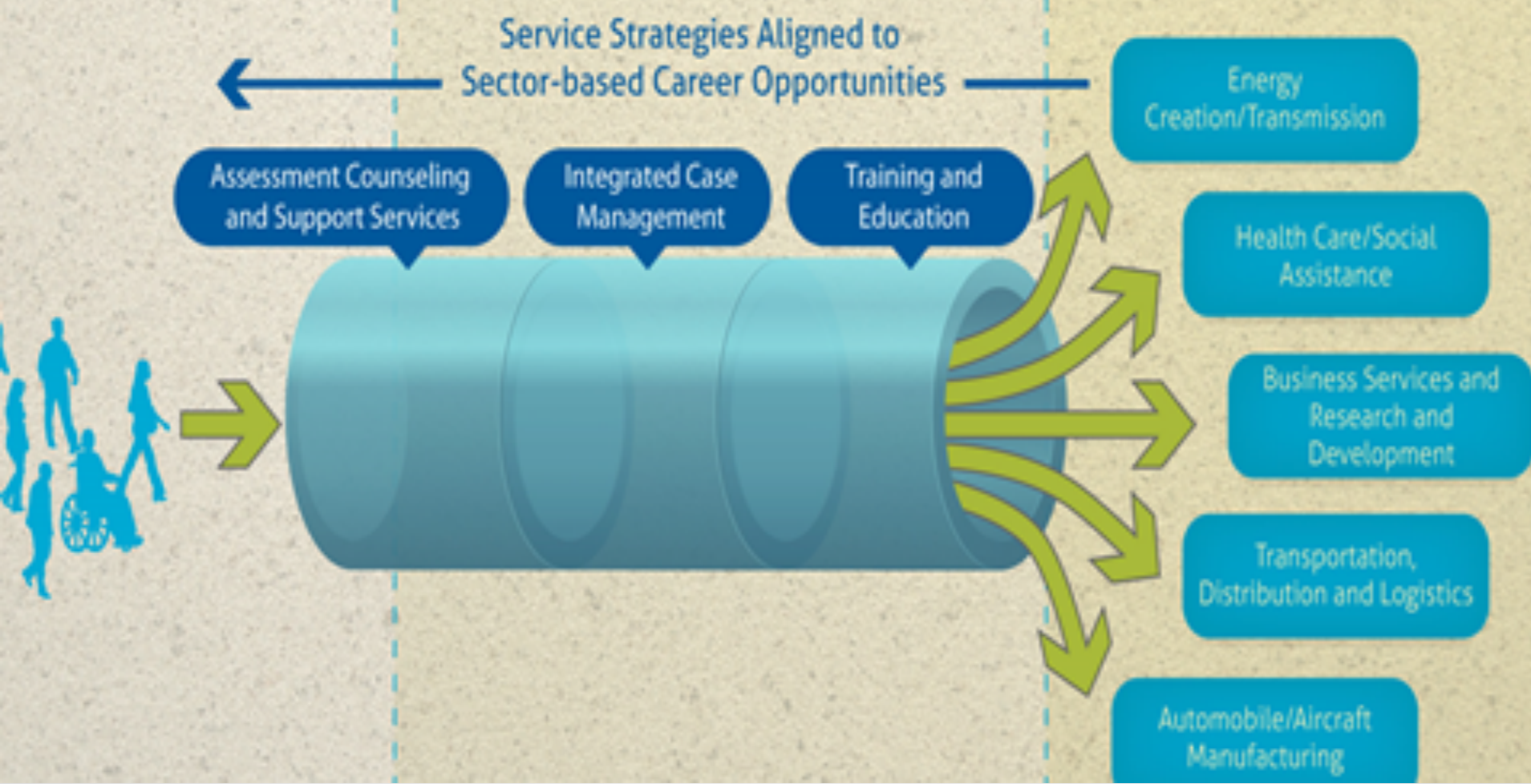
Inside the Talent Pipeline

Skillset

Skillset

Skillset

Skillset

Energy Creation/Transmission

Health Care/Social Assistance

Business Services and Research and Development

Transportation Distribution and Logistics

Automobile/Aircraft Manufacturing
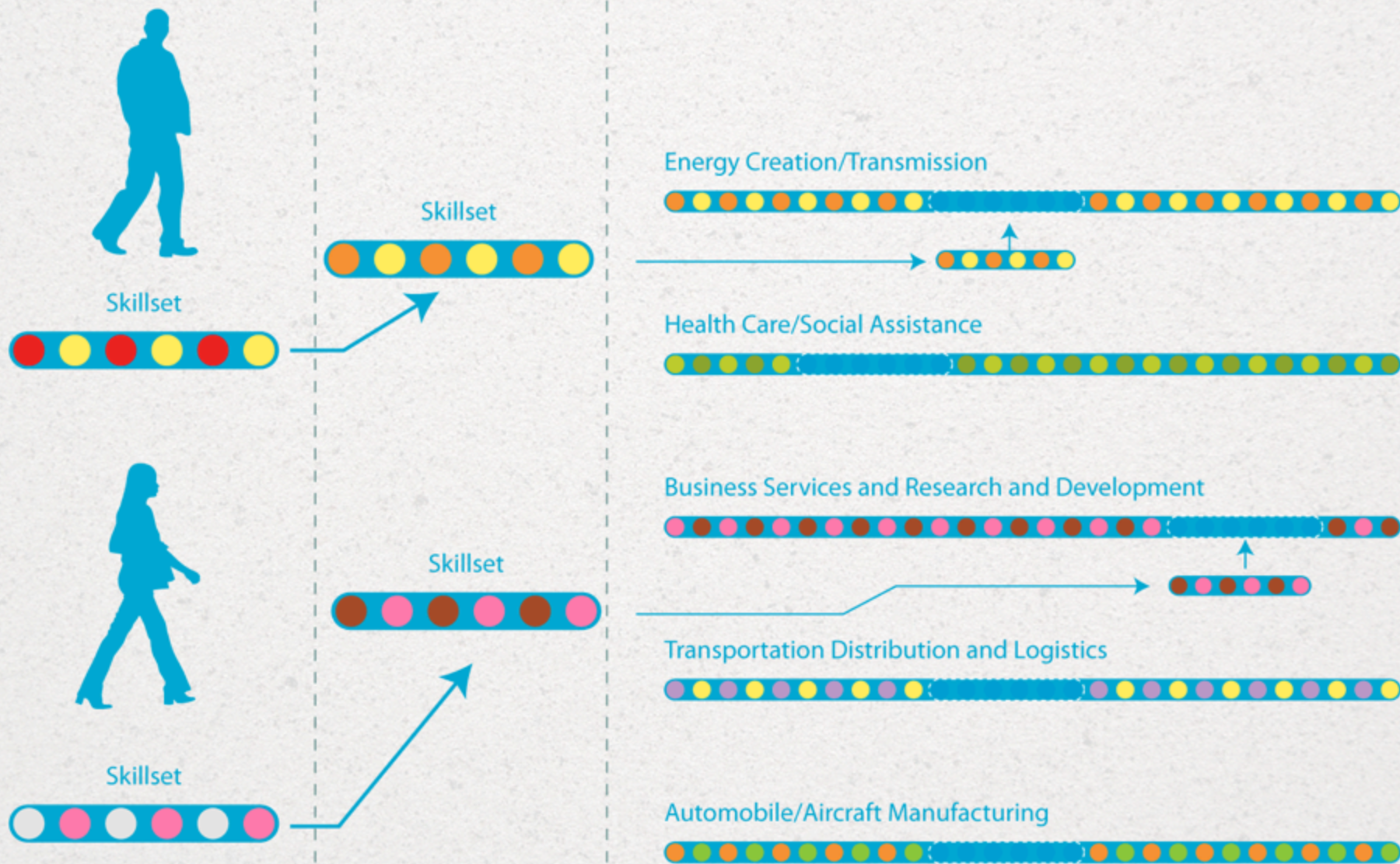
Integrated Career Pathways

- **Education, training, and credential sequences that:**
  - Align to skill needs of targeted sectors
  - Are flexible (shift quickly to demand)
  - Articulate the full range of K-12, adult education, and post-secondary education assets
  - Embed "stackable" industry-recognized credentials
  - Make work a central context for learning
  - Accelerate educational and career advancement through assessment of prior learning, integrated "basic" education and technical training, and other strategies
  - Provide supports at transition points

Priorities of WIOA

WIOA Priorities

- Focus on Competition and Quality
- Broader and Deeper Partnerships
- More Strategic State & Local Boards
- Sector Strategies & Career Pathways
- Regionalism
- Service Value & Integration

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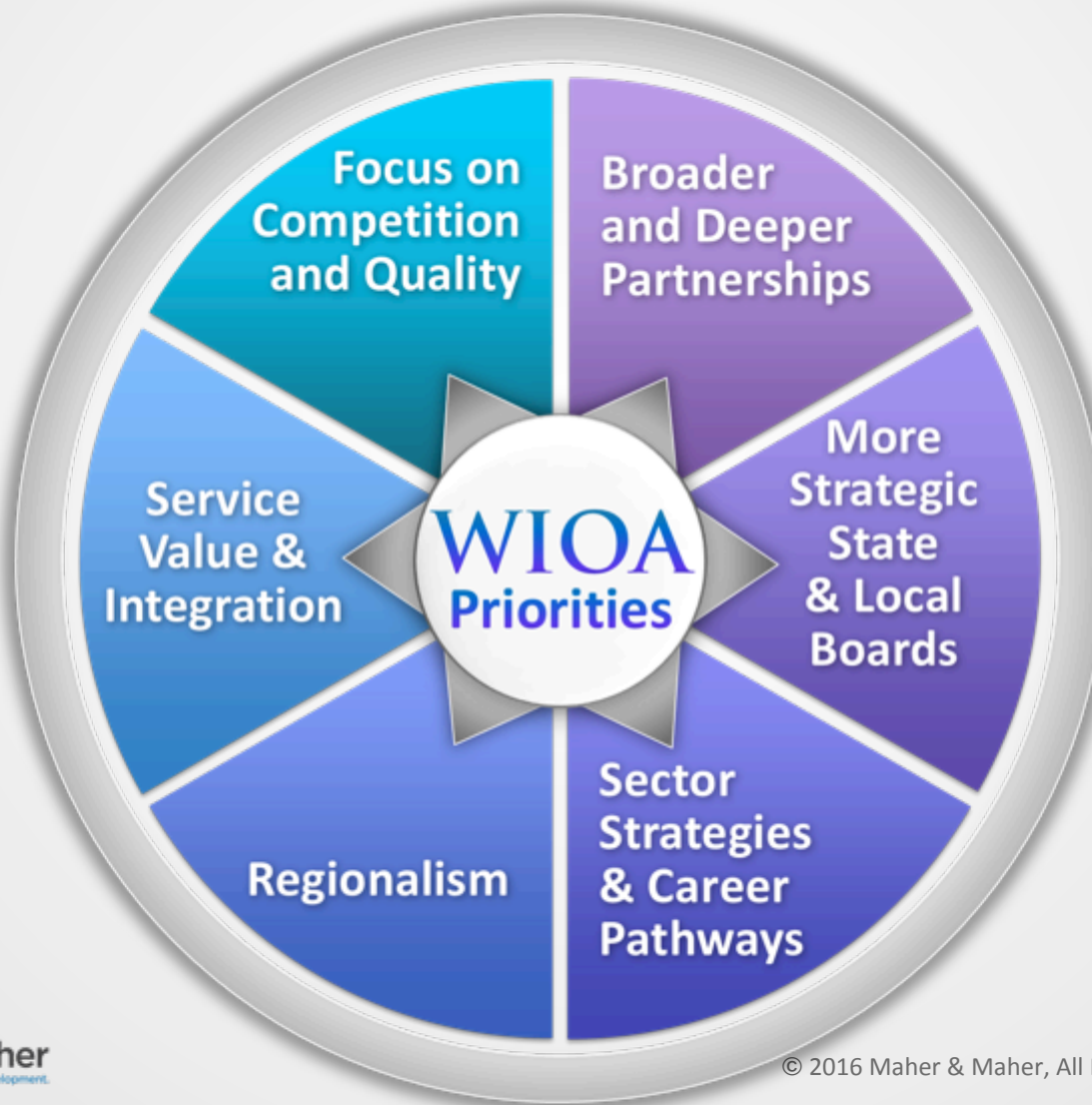
Sector Approaches Transform!

Strategic Level

From:	To:
• Programs and funding streams drive goals and strategies	• Regional workforce, economic, and education needs drive goals and strategies
• Disparate plans, policies, and investments among partners	• Partner' plans, policies, and investments are aligned to shared targets
• Siloed program administration	• Coordinated, customer-focused talent pipeline development
• Board as functionary	• Board as catalyst, convener, and champion
• Transactional, one-off employer engagement	• Deep and sustained partnerships with groups of employers

Service Delivery Level

From:	To:
• Business services are localized, single-agency, and focused on labor exchange	• Business services are regionalized and coordinated among partners to deliver diverse solutions
• Training investments are individualized and not aligned to growth sectors	• Training is driven by industry and employer needs
• Credential attainment not connected to target sectors' needs	• Credential attainment aligned to identified industry needs and targets
• Career Center organization and service delivery not tied to career opportunities and pathways in target sectors	• Sector focus reflected in Career Center organization, partnerships, customer flow, and service planning and delivery
• Job placement as goal and service end point	• Long-term career development along clear pathways in targeted industry sectors

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Critical Success Factors

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"World-Class" Sector Strategies:

- ✓ Are Driven by **Great Data**

- ✓ Are founded on a **Regional Vision**

- ✓ Are **Guided by Industry**

- ✓ Lead to **Strategic Alignment**

- ✓ **Transform how Services** (jobseeker and employer) **are Delivered**

- ✓ Are **Measured, Improved, and Sustained**

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"World-Class" Sector Strategies:

- Are Driven by **Great Data**

Rigorous data is used to select sectors, ID specific skills needs, level of demand, and education and training gaps

Data is validated by employers for the "real story"

Data is leveraged and shared across partners

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"World-Class" Sector Strategies:

- Are based on a **Shared Regional Vision**

Across workforce, education, economic development

Vision reflects the 'real' labor market region

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"World-Class" Sector Strategies:

- Are **Guided by Industry**

They set the agenda

They validate real competency needs

They are a partner--not just a customer--in designing programs

They inve$t in the partnership

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"World-Class" Sector Strategies:

- Lead to **Strategic Alignment**

Education, training, curriculum aligned together, to target needs

No siloed programs: mapping/ designing of curricula, training, career pathways, support services performed together across orgs

Students/workers can move seamlessly between academic and career technical programs, to and from work, and to advanced credentials

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"World-Class" Sector Strategies:

- **Transform how Services** (jobseeker and employer) **are Delivered**

Sector approach is carried out in career centers:

- Jobseekers get good labor market intel, receive career development aligned to key sectors

- Business services (outreach, hiring services, retention programs) changed to reflect target sector employment needs

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"World-Class" Sector Strategies:

- Are **Measured, Improved, and Sustained**

Outcomes assessed and partnership meets regularly to refine goals, strategies, services

Partnership becomes *the* vehicle for soliciting ongoing workforce needs from industry partners

Sustainable funding source(s) are secured

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A Process Framework for Planning

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1 Gather Workforce Data / Intelligence

2 Form Sector Partnership: Convene Partner Vision

3 Assess Talent Needs

4 Develop Strategies and Align Resources

5 Operationalize

6 Assess, Adjust, Improve, and Sustain

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Gather Workforce Data / Intelligence

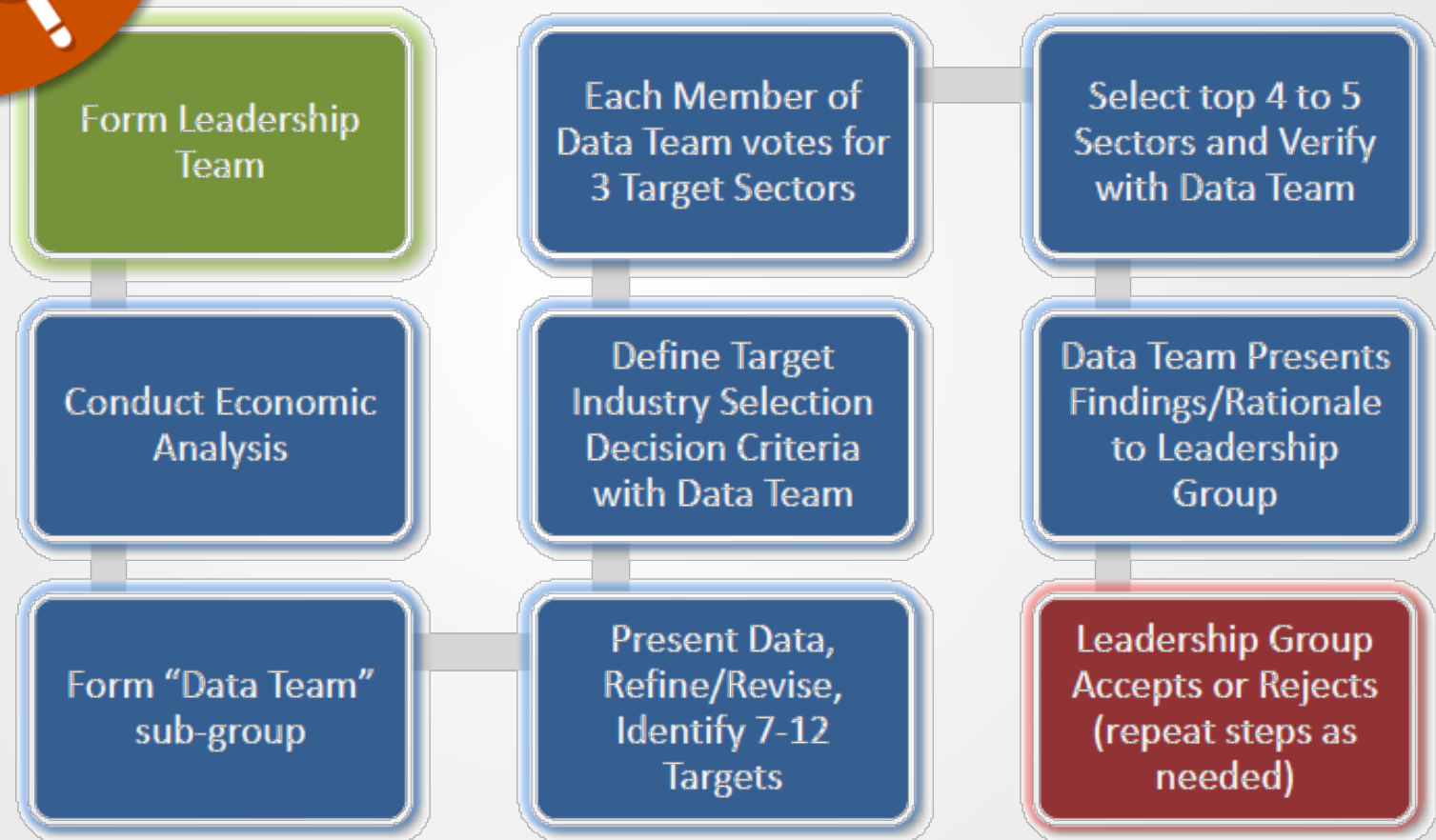**Collaborate on data analysis and decision making, to:**

- Collect and analyze industry data and LMI

- Identify Regional Economies, Target Industries and Occupations

OBJECTIVES:

- Understand the regional economy and industry staffing structure;

- Develop insights into the current workforce

- Achieve consensus on targets across disciplines

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Sector Strategies Implementation:
Consensus-Based Decision Support Model

1 Gather Workforce Data / Intelligence

- Form Leadership Team
- Conduct Economic Analysis
- Form "Data Team" sub-group
- Present Data, Refine/Revise, Identify 7-12 Targets
- Define Target Industry Selection Decision Criteria with Data Team
- Each Member of Data Team votes for 3 Target Sectors
- Select top 4 to 5 Sectors and Verify with Data Team
- Data Team Presents Findings/Rationale to Leadership Group
- Leadership Group Accepts or Rejects (repeat steps as needed)

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2 Form Sector Partnership: Convene Partner Vision

I. **Convene public sector partners**

- Commit to develop the sector partnership

- Ensure full understanding of framework

- Approach to engage industry employers

- Plan for developing the full sector partnership, strategy and career pathways

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Form Sector Partnership: *Adopt a "Shared Vision"*

II. Convene Full Partnership

- Create a shared vision for a sector talent supply pipeline

- Validate data & define the "As-Is" condition

- Perform SWOT – define gap from the "As-Is" to "Future Vision"

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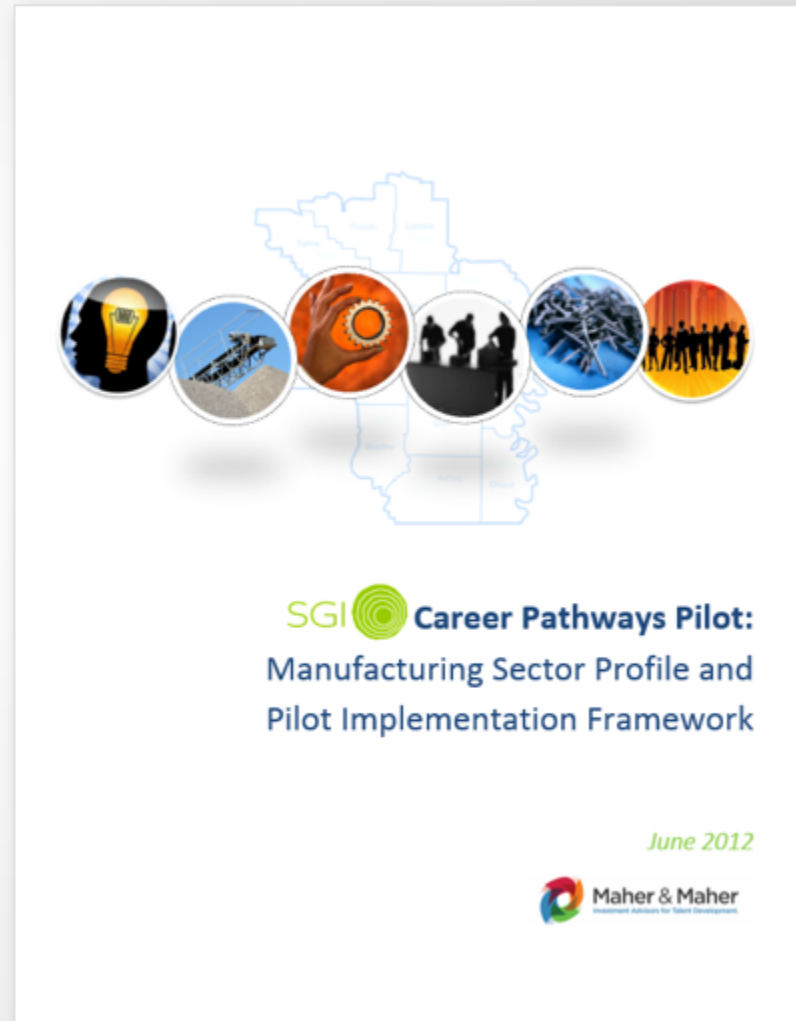Investment Advisors for Talent Development.

Assess Talent Needs

3 Assess Talent Needs

- Drill down into occupational and skill gaps, training, and credential needs

- Inventory education and training programs

- Develop Education and Training Gap Analysis

SGI Career Pathways Pilot:
Manufacturing Sector Profile and
Pilot Implementation Framework

June 2012

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Develop Strategies and Align Resources

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Develop Strategies and Align Resources

OBJECTIVE:

- Identify training resources and investments to actualize Career Pathways

- Integrate/Develop Career Pathways

- Innovative career services for dislocated workers

- Increased work-based learning

- Accelerated skills training

- Industry-recognized credentials

- Integrated role for Registered Apprenticeship/Job Corps

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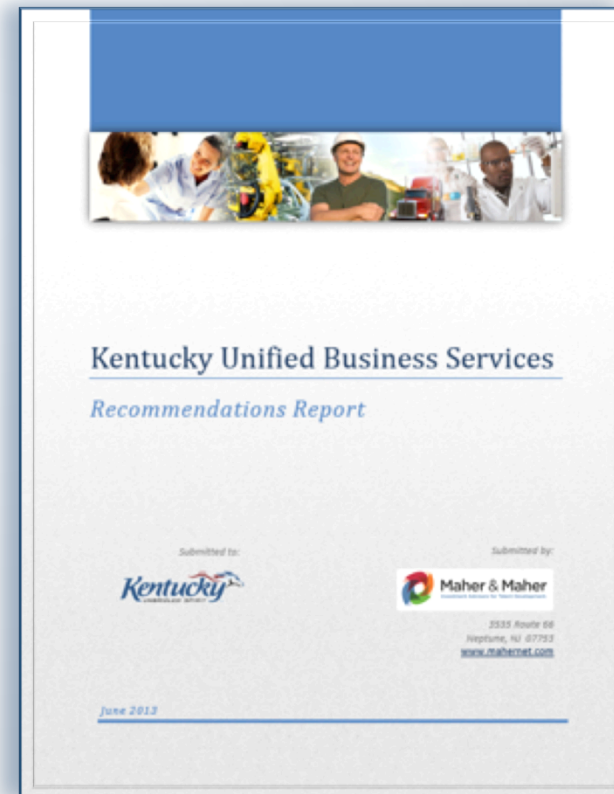Investment Advisors for Talent Development.

Operationalize

- Align business services to target sectors on a regional basis

OBJECTIVE:

- *Transform* sector strategies into actual customer - centered service delivery.

Kentucky Unified Business Services

Recommendations Report

Submitted to:

Kentucky

Submitted by:

Maher & Maher

3535 Route 66
Neptune, NJ 07753
www.mahernet.com

June 2013

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Operationalize

5 Operationalize

OBJECTIVE:

- *Transform* sector strategies into actual customer - centered service delivery.

- Align enhanced job seeker services to career pathways
  - Reengineer customer flow
  - Determine changes needed in One Stop organization and partner relationships in light of sector approach and new customer flow
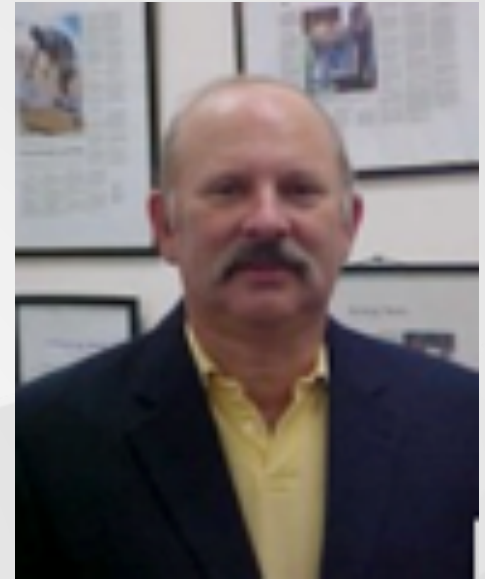
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Assess, Adjust, Improve, and Sustain

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Assess, Adjust, Improve, and Sustain

- Continue to involve full partnership team in this management loop!

- **Set goals outside of formal WIOA standards, and**
  - Assess value received by industry employers
  - Assess customer flow and jobseeker/student outcomes

- **Solicit recommendations for adjustments and improvements**

- **Formulate "Can-Be" changes**

- **Implement changes**

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Discussion

Regional Target Industry Clusters: Data Overview and Decision-Making Guidance

Scott Sheely, Consultant

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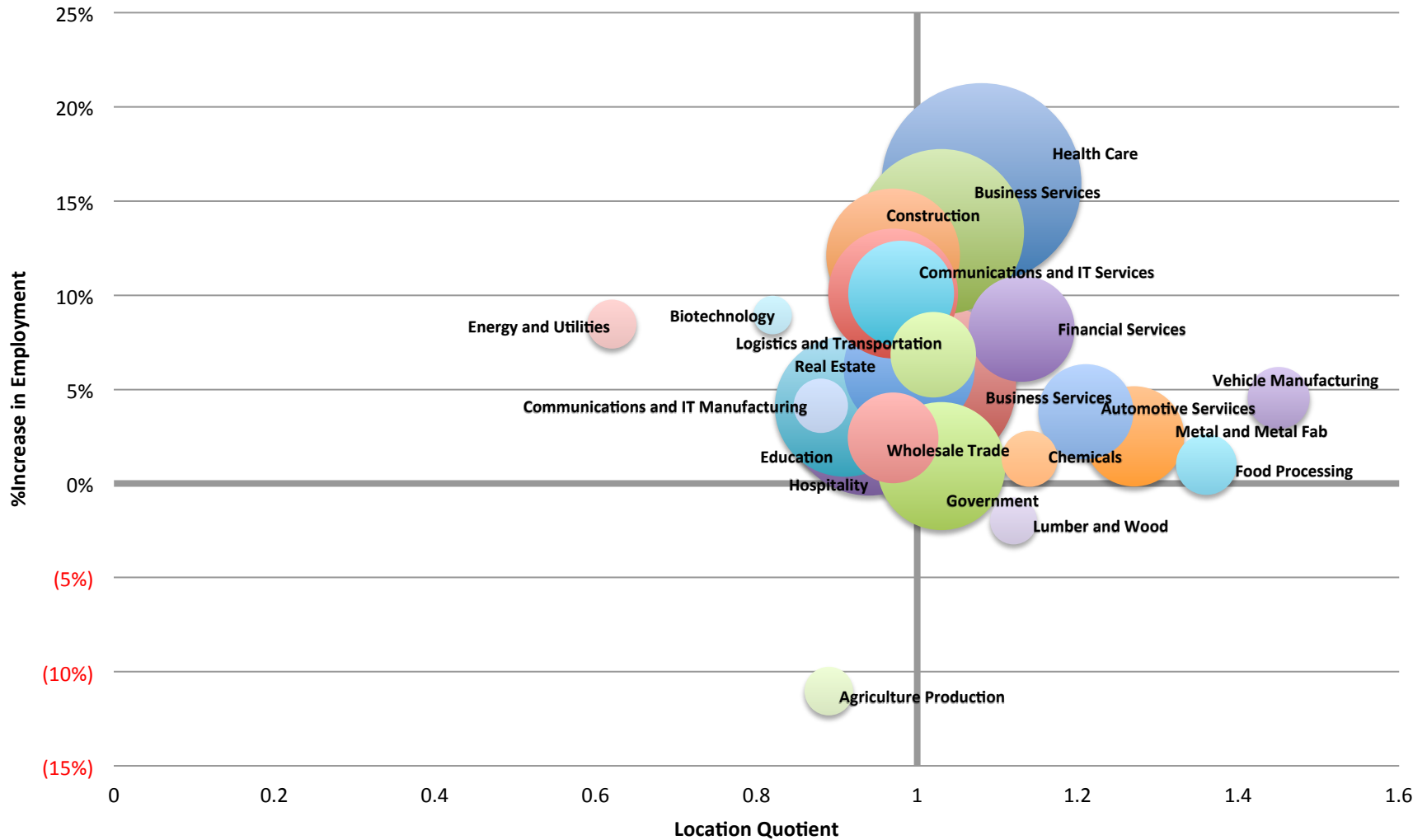
Documents Provided

- Cluster Summary Report which includes a charts with the 23 clusters ranked by size and average wage, growth, shift share, and location quotient as well as a bubble chart that plots most of this information on a one-page graphic;

- Highest Ranked Industry report which ranks the top 50 5-digit NAICS industries (industry drivers) by size and average wage, growth, shift share, and location quotient; and

- A document called Protocol for Analysis of (Your) Region Industry Clusters, which puts the clusters and the drivers together.

Getting Started

- Look at the Bubble Chart, the Cluster Summary Data, and the Highest-Ranked Industry Data on the road to deciding the priority clusters for your region.

- You need to decide what data is most important to your decision-making processes. The statewide Data Team used competitiveness (location quotient), projected growth over the next decade, and the size of the industry as the primary data points for its decision-making. It ultimately decided against some low-skill, low-wage industries.

- You are not bound in any way to the data criteria used by the statewide Data Team or to the priority clusters identified by that Team.

Industry Clusters in Missouri

- Health Care
- Business Services
- Construction
- Communications and IT Services
- Energy and Utilities
- Biotechnology
- Logistics and Transportation
- Financial Services
- Real Estate
- Communications and IT Manufacturing
- Vehicle Manufacturing
- Business Services
- Automotive Services
- Metal and Metal Fab
- Education
- Wholesale Trade
- Chemicals
- Food Processing
- Hospitality
- Government
- Lumber and Wood
- Agriculture Production

Y-axis: %Increase in Employment
X-axis: Location Quotient

Getting Started

- If you have already been doing cluster work, this would be a good time to compare the data that we have provided with the data that you have previously generated.

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Drilling Down

- Which clusters does the group affirm?

- From the raw data (Cluster Summary), what clusters need to be combined or eliminated for the sake of bigger scale, similar skill sets, or policy priorities?

- From the Highest Ranked Industry Report, are there industries that the sector data missed?

- How do the results compare to any cluster analysis that you have already done?

Some Examples: Not on List

- In the Southeast region, we see a good deal of Mining and Quarrying on the list of Highest Ranked Industries yet we have not identified that as a cluster.

- It often falls into the Construction or Metals supply chain.

- It is on the list of priorities for the area.

- For this region, does it rise to the level that it should be a separate cluster with unique skill sets?

Some Examples: Metals

- Should Vehicle Manufacturing and Metals and Metal Fabricating be combined?
  - Is Metals basically the supply chain for the Vehicles cluster or does it have a different or multiple different connections?
  - Are the career pathways for the two clusters different or similar? Vehicles often includes lots of assembly workers; metals is where you see machinists, welders, and more diversity in the top jobs.
  - Does putting the two clusters together and looking at a larger scale cluster help your region in any way?
  - Does keeping the two clusters separate help you in your business relationships?

Some Examples: IT

- Is Information Technology (Communications and IT Services) a cluster or a career pathway?
  - If you do not see this as a priority cluster but you know that you have seen an increasing in hiring these occupations, you may be seeing a pathway phenomenon.
  - Check to see if IT industries show up on the Highest-Ranked Industries Report.
  - IT has a natural affinity skill-wise with many jobs in Business Services. You may want to consider combining the two to see if the larger scale makes a difference for your cluster considerations.

Some Examples: Long-Term Care

- Health Care will grow jobs in almost every region in the state. However, in many regions, it is not concentrated at a national average.

- Categories related to Long-Term Care are very prominent as industries in regard to growth and competitiveness (Highest Ranked Industries).

- Should your area look just at Health Care, in general, or it develop a sub-sector (which could also be a sector) in Long-Term Care?

- Downside...higher number of lower-skill, lower-wage jobs.

Some Examples: Bigger Regions

- You may find clusters that do not seem very strong or concentrated when you look just at your regions but you know that, by adding other regions, either within or outside of the state (border areas), they can be justified.

- Southwest Region alone does not have as robust an Energy and Utilities cluster as it does when counties in OK and KS are added.

- Should you add other contiguous areas (in state or out of state) in your cluster analysis?

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Drilling Down

- Which clusters does the group affirm?

- From the raw data (Cluster Summary), what clusters need to be combined or eliminated for the sake of bigger scale, similar skill sets, or policy priorities?

- From the Highest Ranked Industry Report, are there industries that the sector data missed?

- How do the results compare to any cluster analysis that you have already done?

Moving the Data Forward

- All of the data above needs to be validated by your industry partners before moving ahead.

- Your business services teams should find out as much information as possible about the businesses that operate in the clusters in your region.

- As you build out local career pathways, you will want to do an inventory of the education and training resources and gaps in your community.

- Your economic development folks may be interested in exploring supply chain connections and exports that exist in the clusters which your are pursuing.

- For the purposes of this project, you will be asked to develop a sector project focusing on one of the clusters that you have identified as a priority. The planning around this cluster will become a model for additional clusters, which you may wish to pursue.

Introduction to Break-Out Sessions

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Four Sessions

- Session #1, today 2:45-4:00 PM: Regional cluster data discussions
  - Report-outs
- Session #2, tomorrow 8:45-10:15 AM: Self-assessment debrief and SWOT analysis
- Session #3, tomorrow 10:30-11:30 AM: Determining priorities for focus/action
  - Report-outs
- Session #4, tomorrow 1:00-2:15 PM: Regional planning
  - Report-outs

Regional Team/Facilitator Pairings

- Northwest and Northeast
  - Kathy Sweeney
- Kansas City and West Central
  - Christy Montgomery
- Central and St. Louis
  - Todd Cohen

- Southwest and Ozark
  - Rodney Bradshaw
- South Central and Southeast
  - Gretchen Sullivan

West Central

Kansas City

St. Louis Region

Central

Northwest

Southwest

Northeast

Southeast

Ozark

South Central

Team Session #1: Cluster Data Discussions

- Review and discuss data

- Consider policy and planning questions
  - What criteria are most important to your decision-making?
  - What clusters might need to be combined or eliminated?
  - Are there industries that the sector data missed?
  - How do the results compare to any cluster analysis that you have already done?

- Identify/validate 3-5 target clusters

- Prepare to report out on discussion highlights and cluster decisions

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Cluster Data Discussion Report-Outs

- Major discussion points

- Key policy and planning considerations

- Target cluster decisions

Looking toward Tomorrow

- Complete self-assessment if not already done

- Prepare for team sessions:
    - Self-assessment results debrief and SWOT analysis
    - Priority areas for focus/action
    - Key goals, strategies, and action steps for target cluster

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Thank you!

Have a great evening!

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Welcome Back!

- Re-cap yesterday's progress

- Prepare for today – team sessions and report-outs:
  - Self-assessment results debrief and SWOT analysis
  - Priority areas for focus/action
  - Key goals, strategies, and action steps for target cluster

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Team Session #2: Self-Assessment Debrief and SWOT Analysis

- As a team, discuss self-assessment responses
  - Similarities and differences in perspectives?
  - Potential areas of focus for work moving forward?
- Conduct SWOT analysis
  - To inform identification of strategic priorities
  - Strengths and weaknesses: Typically internal
  - Opportunities and threats: Typically external
- Prepare to report out on potential areas of focus based on self-assessment and SWOT analysis

Break

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Team Session #3: Developing Target Cluster Strategic Priorities

- As a team, come to consensus on focus industry cluster

- Identify key strategic priorities for cluster strategy development and/or enhancement

- Prepare to report out on focus cluster and strategic priorities

Session 2 & 3 Report-Outs

- Self Assessment and SWOT report-out
  - Major self-assessment and SWOT discussion points
  - Potential areas for focus

- Target Cluster Strategic Priorities report-out
  - Focus cluster
  - Strategic priorities for cluster strategy development/ enhancement

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Lunch

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Team Session #4: Building Plan Framework for Target Cluster Strategies

- Define priority goals, strategies, and potential action steps to support the targeted regional industry cluster

- Prepare to report out on summary of plans

Target Cluster Plan Framework Report-Outs

- Summary of plan to support the targeted regional industry cluster

  – Priority goals, strategies, and potential action steps

Discussion

Summary and Next Steps

Amy Sublett and Rick Maher

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On the horizon…

- Ongoing partner engagement, regional team expansion, and plan development
  - Maher facilitators provide virtual technical assistance/ support
- Regional asset-mapping following Statewide Launch
  - To support priority strategies and activities
- Planning for customized regional "launch" events
  - January-March 2016

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Q&A

Thank you for your time, energy, and engagement!

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